



SAMHSA-HRSA Center for Integrated Health Solutions

Who is Responsible for Care Coordination

Elizabeth Whitney and Sue Pickett
January 22, 2015



SAMHSA-HRSA Center for Integrated Health Solutions

**Slides for today's webinar are
available on the CIHS website at:**

www.Integration.samhsa.gov

under About Us/Innovation Communities

Setting the Stage: Today's Facilitators



Sue Pickett, PhD

Senior Scientist for Behavioral Health

Advocates for Human Potential, Inc.





Elizabeth Whitney, LICSW

Senior Program Manager

Today's Purpose

- Welcome
- Participating Organization Introductions
- Feedback on Organizational Assessments
- Change Management and Project Planning
- Next Steps

Introducing...

AspenPointe, Inc.	CO	
Brevard Health Alliance	FL	
Capital Clinical Integrated Network	DC	
Clinical and Support Options, Inc.	MA	
Community Living Services	MI	

Organizational Readiness Self-Assessments



{ THIS IS NOT
ROCKET SCIENCE }

Self-Assessment Results

- 61 IC participants from 18 organizations completed and submitted surveys
- 14 organizations: 2 or more IC team members submitted surveys
- 4 organizations: Only 1 IC team member submitted a survey
- “Overall” organizational results will be summarized and distributed to each organization by end of January

Current Care Coordination Model

Care Coordination Model	N	%
Coordinated Care-Minimal Collaboration	3	5%
Coordinated Care-Basic Collaboration at a Distance	19	32%
Co-Located Care-Basic Collaboration Onsite	19	32%
Co-Located Care-Close Collaboration with Some System Integration	6	10%
Integrated Care-Close Collaboration Approaching an Integrated Practice	9	15%
Integrated Care-Full Collaboration in a Transformed/Merged Practice	2	3%
None (No Care Coordination Model in Place)	1	2%

Current Care Coordination Practices

- We asked you to rate the extent to which your organization is currently doing 21 various care coordination practices
 - “Not At All” – “To a Very Great Extent”
- We calculated mean (average) scores for each statement across all responses
 - We will include organizational results in your summaries

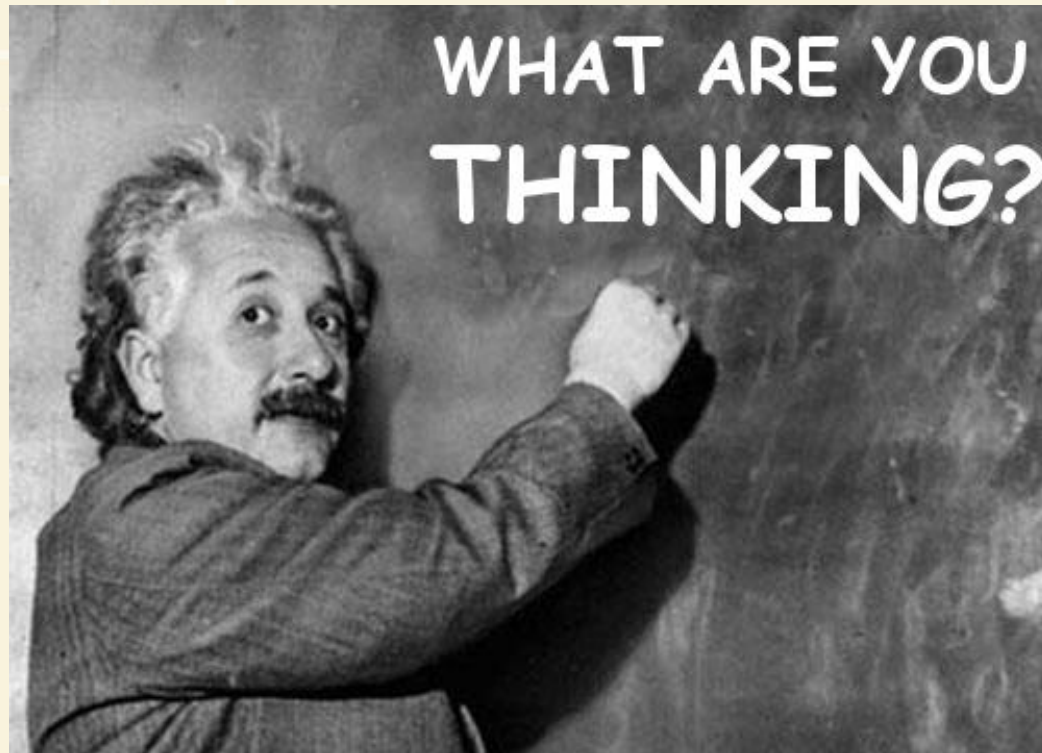
Current Care Coordination Practices: Highest Scored Items

- Top 3 practices (“we are doing this to a moderate-great extent”)
 - Clients are encouraged to communicate with and see their providers.
 - Care plans are based on clients’ preferences and treatment goals.
 - Each of our provider partners is autonomous and makes their own decisions about care.

Current Care Coordination Practices: Lowest Scored Items

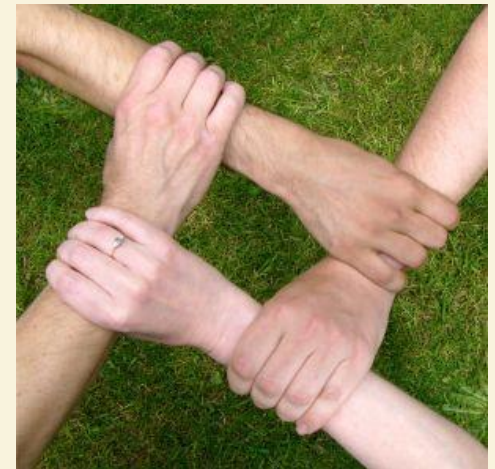
- “Bottom” 3 practices (“we are doing this to a small extent”)
 - Our clients experience a one-stop, seamless experience.
 - We have a common, standard treatment planning tool that facilitates referrals and communications across providers.
 - We rely on a single set of screening tools across disciplines.

What These Results Say to Me...



Change Management

- Projects make changes to processes, systems, tools, job roles and even organizational structures
- Change management is about the people side of change
- Goal is to support individuals through the required changes – not impose change



(Prosci, Inc. 1996. Retrieved February 2012 from www.change-management.com)

Change Management Removes Barriers*

Change May Create Fear and Pressure ...

- Incompetence
- Professional status
- Job loss
- Performance pressure
- Loss of control



Ten Principles of Change Management


- 1) Address change systematically and proactively
- 2) Start with executive level leadership
- 3) Involve every layer of the organization
- 4) Make a formal case – why and how
- 5) Leadership has “ownership” of the change



Principles of Change Management

- 6) Communicate the change plan
- 7) Consider the organizational culture
- 8) Address the organizational culture
- 9) Expect the unexpected
- 10) Engage the individual

Force-field Analysis and the Lewin* Change Model

- Forces for change
 - Driving forces
- 
- Forces resisting change
 - Restraining forces

Equilibrium? No change!

Driving force **MUST** exceed restraining force

Kurt Lewin's Contribution and a Summary of Methodology in Analyzing Change (2004). Retrieved 9/2013 from http://www.valuebasedmanagement.net/methods_lewin_force_field_analysis.html

Question: When it Comes to Change, Which Forces Prevail in Relation to Your Plan?



Summary



MENU:
Change
New Ideas
Next
Steps

- Value stakeholders
- Inform employees
- Create motivation
- Involve staff in workflow analysis and redesign
- Provide training

Lorenzi, Nancy M., and Riley, Robert T. (200)
"Managing Change: An Overview."

Considerations for Your Innovation Plan

- Define and prioritize goal(s) –
 - achievable by August 2015
- Use SMART principles
 - **S**pecific
 - **M**easureable
 - **A**chievable
 - **R**elevant
 - **T**ime Bound



Plan/Do/Study/Act (PDSA) <http://www.ihl.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx>

Considerations, continued

- Identify stakeholders and roles
- Clarify success measures – indicators or metrics
- Define benchmarks or milestones - allow you to know that you are heading in the right direction
- Use and share your work plan

Plan/Do/Study/Act (PDSA) <http://www.ihl.org/knowledge/Pages/Tools/PlanDoStudyActWorksheet.aspx>

Questions.....



What to Expect

January /
February

- Further exploration of definitions and components of care coordination
- Complete self-assessment
- Review assessment results for use in work plans
- Create work plan for change process with coaching calls to refine work plans

March -
June

- Implement work plans / PDSA cycle
- Focus topics based on needs of the group
- Team presentations
- Small group coaching call

July -
September

- Focus topics based on needs of the group
- Sustainability strategies and lessons learned from the field
- Small group coaching call
- Curated materials for dissemination in September

Next Steps

Look for **LinkedIn** group invitation

Next scheduled webinar:
February 19, 2015 1-2 pm EST

Homework:

Complete draft of Innovation Work Plan by February 12
email to: ewhitney@ahpnet.com

For More Information...

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**Questions? SAMHSA-HRSA Center for
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Thank you for joining us today.

Please take a moment to provide your feedback by completing the survey at the end of today's webinar.